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MARC SMILEY

Organizational Development



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Marc Smiley Organizational Development has merged with ***Decisions Decisions*** to provide a more comprehensive set of services and resources to support nonprofit and government organizations. Decisions Decisions offers a full range of consulting services focused on the fundamental elements of successful nonprofit organizations, including training, consulting and facilitation in the areas of:

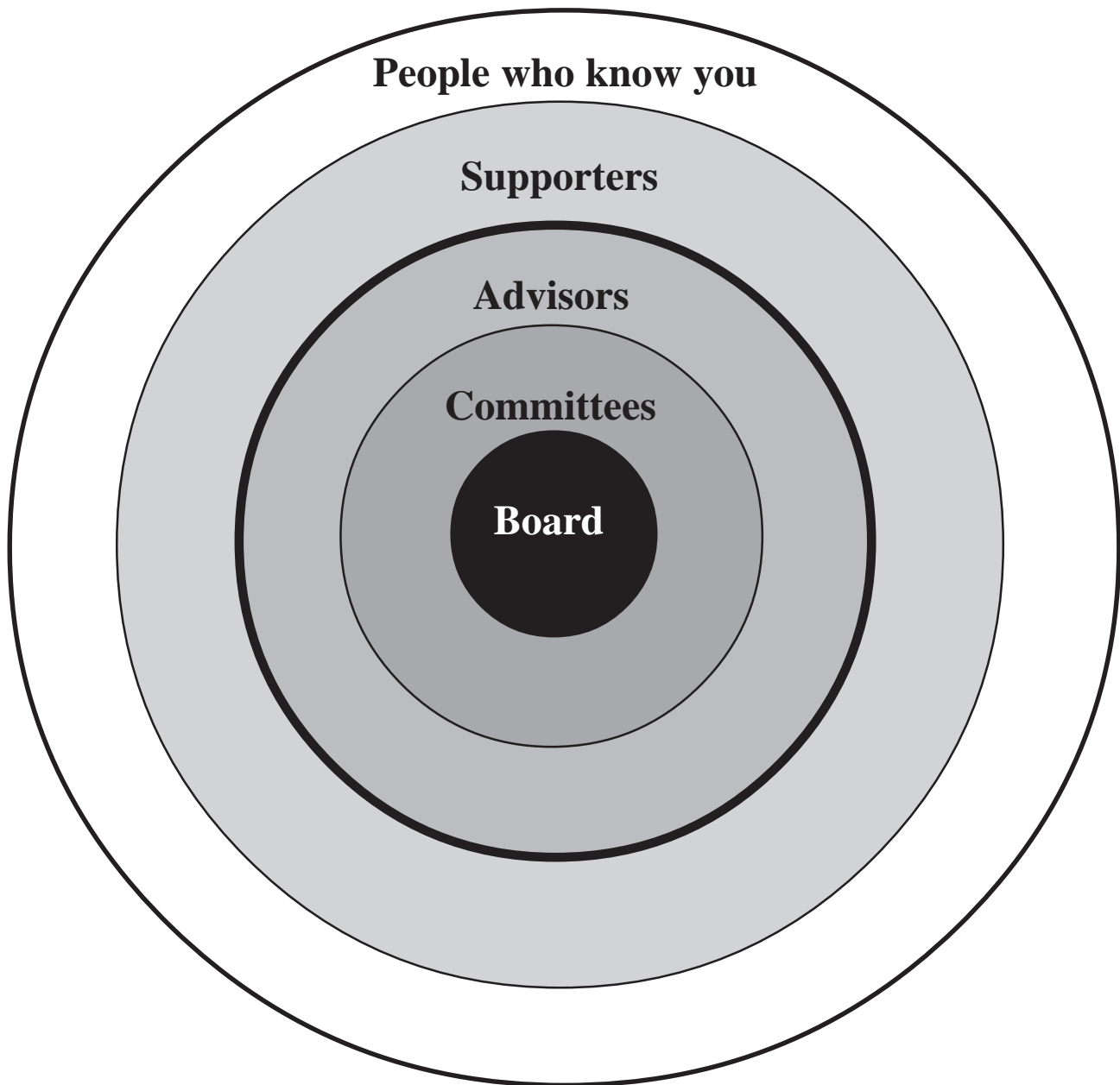
- ✦ Board Development
- ✦ Strategic Planning
- ✦ Fundraising Planning and Implementation
- ✦ Board-Staff Relationships
- ✦ Staff Development
- ✦ Program Development and Implementation
- ✦ Special Projects

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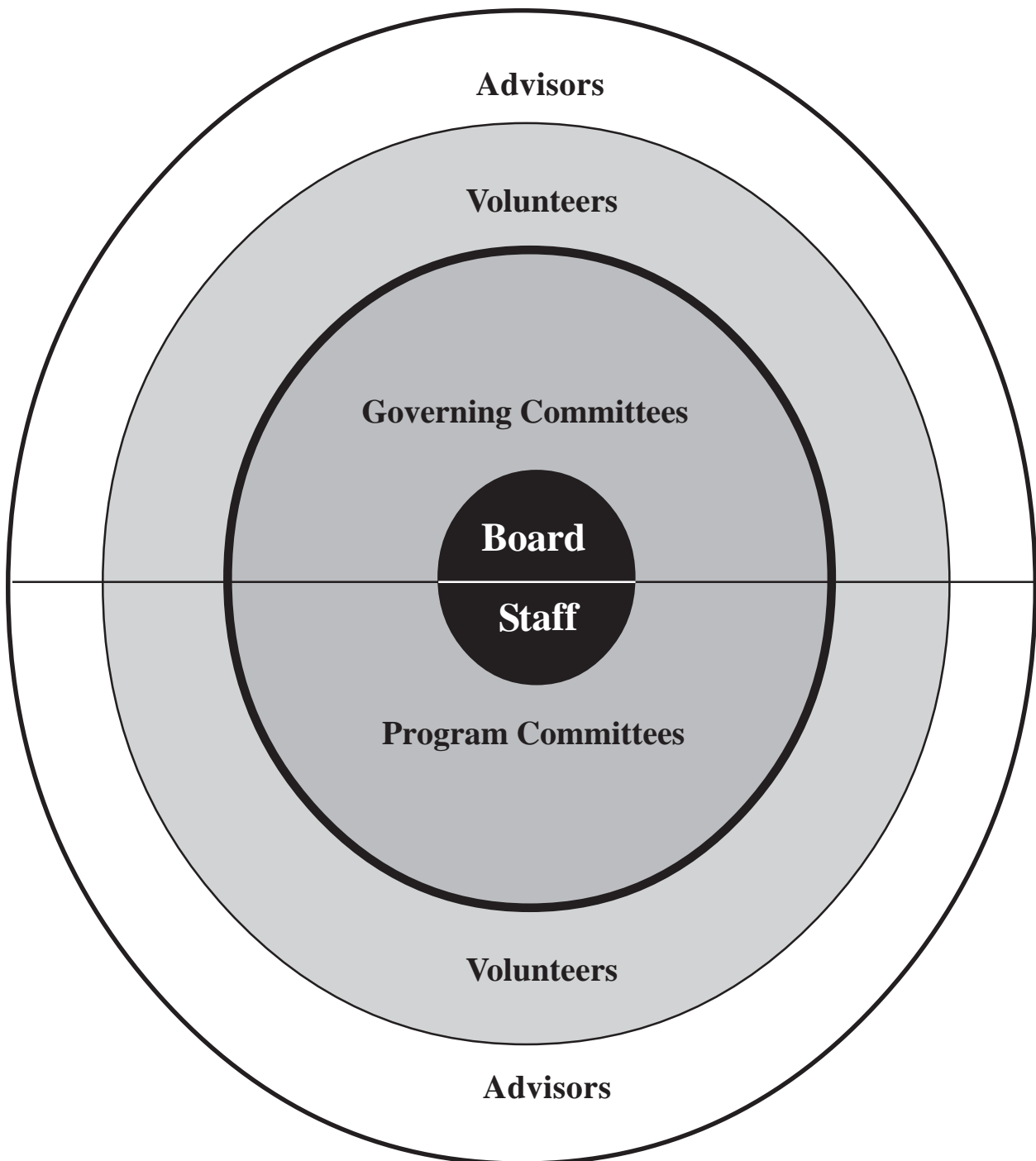


BUILDING AN ORGANIZATION





SHARED ROLES OF LEADERSHIP





THE BASICS OF BOARD DEVELOPMENT

Development of the board of directors is the most fundamental activity needed to build and maintain a strong nucleus for a nonprofit organization. It is a responsibility that boards should put near the top of the list of priorities.

The steps in the development of the board are:

- ✦ **Nomination and Recruitment** — the process of identifying the right individual to meet the needs of the organization and convincing her to become part of the organization.
- ✦ **Orientation** — the steps taken to give new board members information on the background, programs, and culture of the organization.
- ✦ **Training** — the regular efforts to build new skills and abilities among existing board members.
- ✦ **Evaluation** — the annual task of evaluating individual board member's contributions to the board, and evaluating the board's contribution to the individual board members.
- ✦ **Recognition** — the on-going process of recognizing work well-done and thanking board members for their commitment and the contributions they make to the organization.

Each of these elements of board development are critical to the organization's success. For this reason, most boards will develop a specific committee responsible for these board development tasks. Often the committee is called the Nominations Committee or Board Development Committee.

These issues and procedures are applicable not only to the development of board members, but also to the development of non-board committee members and other key volunteers.



BOARD PROFILE GRID

José

Cynthia

Sam

Walter

Lydia

Dawn

Steven

Lamar

Skills and Knowledge

Accounting/Financial Mgt.	✓						✓	
Personnel Management				✓	✓			
Fundraising								
Strategic Planning		✓			✓			✓
Nonprofit Management		✓			✓			
Leadership				✓				
Public Relations/Publications		✓	✓					
Meeting Skills			✓		✓			
Legal Issues	✓							✓
Education						✓		
Biology/Site Ecology						✓		
Grassroots Organizing		✓						
Real Estate	✓							✓

Contacts and Influence

Business Community	✓				✓			
Media			✓					
Government Agencies								
Ethnic/Minority Groups	✓					✓		✓
Conservation Organizations		✓			✓			
Native American Tribes							✓	

Demographics

Female		✓			✓	✓		
Under 45 years	✓	✓	✓		✓	✓	✓	✓
Ethnic/Cultural Minority			✓			✓		✓
Rural Oregon		✓			✓		✓	
Low income	✓			✓	✓			

BOARD PROFILE GRID

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OVERVIEW OF BOARD DUTIES

1. The board engages in strategic planning.
2. The board determines the organization's mission and purpose.
3. The board approves and monitors the organization's programs and services.
4. The board ensures effective financial management.
5. The board ensures sound risk management policies.
6. The board selects and orients new board members.
7. The board organizes itself so that it operates efficiently.
8. The board selects and supports the executive director and reviews his/her performance.
9. The board understands the relationship between board and staff.
10. The board raises money.
11. The board enhances the organization's public image.



BOARD DUTIES AND STAFF SUPPORT

Responsibility 1

The board engages in strategic planning.

Board activities

- ✦ The board focuses on the long-range strategic issues confronting the organization. The board may choose to create a standing strategic planning committee as well as temporary task forces or ad hoc committees around specific strategic issues.
- ✦ The strategic planning committee works with the executive director, and often a consultant, to plan retreats.
- ✦ Each board member understands the organization's strategic plan or vision.
- ✦ Each board member participates in a periodic strategic planning retreat, with particular focus on the organization's vision, mission, goals, and objectives.
- ✦ The full board approves the final strategic plan, including financial projections for the period of the plan.

Staff activities

- ✦ The executive director calendars periodic strategic planning retreats.
- ✦ The executive director ensures that board members are familiar with the existing strategic plan. He/she also provides board members periodically with relevant information about the external environment in which the organization operates.
- ✦ The staff collects and formats all information needed for planning in an understandable, accurate manner.
- ✦ The staff writes all or most of the plan, starting from the board-approved mission and goals, and submits it to the Strategic Planning Committee for review.



BOARD DUTIES AND STAFF SUPPORT (CONTINUED)

Responsibility 2

The board determines the organization's mission and purpose.

Board Activities

- ✦ Each board member knows and understands the mission.
- ✦ The entire board reviews the mission in the context of strategic planning at least once every three years.
- ✦ Board members specify the information they will need for an adequate review of the mission and purpose.
- ✦ The entire board attends planning retreat(s); reads appropriate materials; participates in discussion.
- ✦ The board revises the mission if necessary. The mission should be clear, concise, and understood by board and staff.

Staff Activities

- ✦ The executive director ensures that the organization's mission statement is provided to every board member when he/she is recruited and is explained thoroughly during new board member orientation and is included in the board manual.
- ✦ The executive director calendars planning and mission review at least once every three years.
- ✦ The staff gathers information needed to review the mission and purpose.
- ✦ The executive director ensures that revised mission is circulated to all.



BOARD DUTIES AND STAFF SUPPORT (CONTINUED)

Responsibility 3

The board approves and monitors the organization's programs and services.

Board Activities

- ✦ Each board member understands the organization's current programs and services.
- ✦ The board specifies what information it needs on an ongoing basis to monitor the quality and impact of programs and services, e.g., service statistics, outcomes, etc.
- ✦ During planning (#1), the board ensures that the programs and services are consistent with the mission.
- ✦ The board reviews and approves new programs.
- ✦ During planning and/or budgeting, the board reviews existing programs and evaluates their effectiveness at achieving the outcomes desired within the plan.

Staff Activities

- ✦ The executive director ensures that new board member orientation allows board members to understand existing programs and services. The executive director schedules educational presentations during board meetings.
- ✦ Staff collects, formats, and provides program-related information in an easy-to-understand and timely manner.
- ✦ Staff develops new program proposals for review by the board. Proposals contain both program and financial information and present options when possible. Grant applications that contain new program proposals should be reviewed by the board prior to submission to the prospective funder.



BOARD DUTIES AND STAFF SUPPORT (CONTINUED)

Responsibility 4

The board ensures effective financial management.

Board activities

- ✦ Generally, the board elects a treasurer who also serves as Chair of the Finance Committee. The board chair appoints the other members of the Finance Committee.
- ✦ The full board understands the charge of the Finance Committee. The Finance Committee reports to the full board.
- ✦ The full board approves the annual operating budget on the recommendation of the Finance Committee.
- ✦ The full board receives periodic (no less than quarterly) financial reports following review by the Finance Committee. Discrepancies are explained by the Treasurer or the Chief Financial Officer.
- ✦ The full board approves the annual selection of an auditor on the recommendation of the Finance Committee. The audit report and management letter are presented to the full board by the auditor.
- ✦ The Finance Committee makes policy and procedure recommendations to the full board.
- ✦ Where needed, the board creates an Investment Committee to oversee the investment of the organization's assets. The board chair appoints the committee chair and members. The committee reports periodically to the full board.
- ✦ The committee that recruits new board members seeks members with financial skills.

Staff activities

- ✦ The executive director ensures that the new member orientation educates members about the organization's financial status and strategies.
- ✦ The staff prepares the annual budget and presents it to the Finance Committee for discussion.
- ✦ The staff prepares financial reports that are understandable, accurate, and timely.
- ✦ The staff explains and provides plans to remedy variances in the operating budget.
- ✦ The staff provides a plan for responding to any recommendations in the audit management letter.



BOARD DUTIES AND STAFF SUPPORT (CONTINUED)

Responsibility 5

The board ensures sound risk management policies.

Board activities

- ✦ The board assigns risk management to a committee, generally the Finance Committee.
- ✦ The Finance Committee collects information about probable risks, reviews existing policies and risk abatement strategies, and recommends appropriate policies to the full board.
- ✦ The Finance Committee periodically reviews all insurance carried by the organization.

Staff activities

- ✦ Staff maintains insurance policies, pays premiums.
- ✦ The executive director calendars review of insurance coverage and makes all needed information available to the committee.



BOARD DUTIES AND STAFF SUPPORT_(CONTINUED)

Responsibility 6

The board selects and supports new board members.

Board activities

- ✦ The board creates a Board Development Committee to recruit and nominate new board members, re-nominate existing board members, and nominate officers. The board chair appoints the chair and members of the Board Development Committee.
- ✦ The Board Development Committee identifies needed board skills and attributes and searches for individuals who have an interest in the organization and meet the criteria. The Committee works with the entire board to cultivate and recruit those individuals.
- ✦ The Board Development Committee reviews and recommends a new member orientation process to the full board.
- ✦ The Board Development Committee identifies training needs for the organization and facilitates the board's access to training opportunities.
- ✦ The Board Development Committee coordinates a board evaluation process, and works with the President to follow-through on any issues that arise for individual board members.
- ✦ The Board Development Committee coordinates recognition activities for the board and takes steps to help ensure that all board members receive appropriate recognition for their contributions.
- ✦ The Board Development Committee may recommend that non-performing board members be given an opportunity to participate in the organization in a role other than Board member.
- ✦ The Board Development Committee recommends policies (often from the bylaws) on board size and composition, length of board service and other matters related to board governance.

Staff activities

- ✦ The executive director or a designee maintains the records on board service and publishes a board roster with appropriate information.
- ✦ The executive director maintains records on prospective board members.
- ✦ The executive director generally staffs the Board Development Committee.
- ✦ The executive director coordinates the new board member orientation process.



BOARD DUTIES AND STAFF SUPPORT (CONTINUED)

Responsibility 7

The board organizes itself so that it operates efficiently.

Board activities

- ✦ The board assigns to a committee, generally the Board Development Committee, the responsibility for overseeing and evaluating board operations.
- ✦ The Board Development Committee annually conducts a board self-evaluation and makes recommendations for change to the full board.
- ✦ The Board Development Committee periodically reviews the bylaws.
- ✦ The board president and committee chairs ensure that their method of planning and conducting meetings results in efficient and effective meetings with appropriate participation by board or committee members and staff.
- ✦ The board president appoints committee chairs and members in consultation with the executive director. The board president considers leadership training as he/she appoints committee chairs.
- ✦ Committee chairs understand their charges and develop annual goals and work plans.
- ✦ The Board Development Committee seeks individuals with leadership potential as it recruits new board members.

Staff activities

- ✦ The executive director assists the Board Development Committee in finding evaluation instruments.
- ✦ The executive director calendars the board self-evaluation process.
- ✦ Staff maintains the board manual and keeps it up to date.
- ✦ The executive director maintains the bylaws and ensures that each board member has an up-to-date copy.
- ✦ The executive director provides materials to the board chair and committee chairs on running an effective meeting. He/she also works with chairs on meeting agendas.
- ✦ The executive director recommends committee chairs and members to the board chair.
- ✦ The executive director ensures that each committee has appropriate staff support and access to the information needed for their deliberations.



BOARD DUTIES AND STAFF SUPPORT (CONTINUED)

Responsibility 8

Select and support the executive director and reviews his/her performance.

Board Activities

- ✦ The board chair appoints the appropriate committees (search committee; evaluation committee, personnel committee) and ensures that their charges are clearly understood.
- ✦ The committees report their recommendations to the full board.
- ✦ In a search process, the full board approves the search process, the job description, the salary range, meets the final candidate(s) and votes to hire. The board chair or a designee makes the job offer and negotiates salary and employment conditions.
- ✦ In an evaluation process, the full board approves the evaluation process and salary adjustment range and receives a summary report of the evaluation outcomes.
- ✦ During evaluation, the committee reviews the executive director job description and makes recommendations for change if necessary.
- ✦ The board chair meets frequently with the executive director to provide feedback, to help set priorities, and to offer advice.
- ✦ Board members are responsive to the executive director's requests for advice and assistance and support the executive director in public.
- ✦ Board members take any concerns about the executive director to the board chair.

Staff Activities

- ✦ The executive director ensures that the board chair is familiar with the evaluation process and has access to any relevant files.
- ✦ The executive director calendars his/her own evaluation.
- ✦ The executive director reviews his/her own job description and makes recommendations for change.



BOARD DUTIES AND STAFF SUPPORT_(CONTINUED)

Responsibility 9

The board understands the relationship between board and staff.

Board activities

- ✦ Each board member understands that unless otherwise specified, his/her point of contact with the staff is through the executive director.
- ✦ The board reviews and approves personnel policies including compensation and benefits policy, professional development, and grievances. The board may create a temporary ad hoc committee to develop and/or periodically review these policies.
- ✦ The board holds the executive director accountable for the performance and behavior of the staff as a part of the executive director's annual evaluation.

Staff activities

- ✦ The staff understands that unless otherwise specified, their point of contact with the board is through the executive director.
- ✦ The executive director hires, fires, and evaluates all staff.
- ✦ Staff adheres to the personnel policies.



BOARD DUTIES AND STAFF SUPPORT (CONTINUED)

Responsibility 10

The board raises money.

Board activities

- ✦ Each board member understands the role of contributed funds in the organization's finances as well as the organization's case statement and fundraising strategies.
- ✦ Each board member makes an annual personal financial contribution. The board chair or chair of the major giving committee generally solicits each board member.
- ✦ Each board member identifies an area where he/she can make a contribution to fundraising.
- ✦ The board job description contains a clear statement about the expectation for personal giving and participation in fundraising.
- ✦ The committee that recruits new board members seeks new board members who can be helpful in the fundraising process.
- ✦ The board chair appoints an individual or a committee(s) to oversee the board's activities in fundraising.
- ✦ The board ensures that the fundraising program has adequate resources in the annual budget.

Staff activities

- ✦ The executive director ensures that prospective board members are informed about the fundraising expectations.
- ✦ The executive director ensures that the new board member orientation and the board manual educate board members about the fundraising case statement and strategies.
- ✦ Staff works individually with each board member to identify the area in which the board member will participate in fundraising.
- ✦ Staff works with the board chair to identify an appropriate gift level for each board member and makes certain that board members are appropriately thanked for their gifts.
- ✦ Staff ensures that board members receive adequate recognition for their participation in fundraising.
- ✦ Staff provides all needed information to board members working on fundraising.



BOARD DUTIES AND STAFF SUPPORT_(CONTINUED)

Responsibility 11

The board enhances the organization's public image.

Board activities

- ✦ Each board member proactively promotes the organization with his/her circle of contacts.
- ✦ Board members respond to requests from staff to make presentations or help the organization make needed contacts.
- ✦ The board ensures that a marketing communications plan exists, has adequate resources, and is being implemented.
- ✦ The board identifies the official spokesperson for the organization.

Staff activities

- ✦ The staff provides board members with good information (talking points, etc.) to use in promoting the organization.
- ✦ The executive director determines each board member's circle of contacts and ensures that they are appropriately used.
- ✦ The staff prepares the marketing communications plan.



BOARD RECRUITMENT PROCESS

1. Develop criteria for Board Profile Grid.

Use the profile grid to identify the skills, background, and demographics to be represented on the board. Establish the priorities and the initial profiles to be recruited.

2. Identify recruiting prospects.

Identify the people and organizations to contact as part of the recruiting process. Get the names and numbers of people to be contacted as prospects for the board. As part of this process, try to understand what each person could bring to the board.

3. Narrow the list of potential board members to top prospects.

Go through the list of possible board members and narrow the list to the strongest core group (six to nine individuals). Prioritize the list of remaining applicants based on the diversity needs of the board. Make plans for immediate follow-up with the core group prospects.

4. Assign contact person to each prospect.

Assign an individual to contact each of the board prospects. Give each contact person the appropriate recruiting materials, including orientation packet, application, and job description. If the prospect is interested, give her or him the materials and discuss the next steps.

5. Contact top prospects.

Set up interviews with top prospects. Interview should include a board member and the Executive Director. Focus discussion on expectations of board members and the identification of other possible prospects. Try to get final commitment from prospect at this meeting. Ask the person to complete the application, either in the meeting itself or by sending it into the office. Discuss opportunities for involvement on committees in lieu of board membership.

6. Conduct orientation.

Conduct a board member orientation for all new board members. Assign mentors to assist new members, and make committee assignments to all board members. Ask each board member to complete the board member agreement and send to office.



BOARD ORIENTATION/TRAINING PROGRAM

I. Recruitment Stage

1. Introduce the prospect to the agency and its goals at an initial meeting with a recruiting board member and the executive director. Have the recruiting board member pitch the organization and the positive aspects of board membership. At that time, give the prospect an information packet that includes at least the following information:
 - ✦ An overview of the organization's purposes, major programs, funding sources, etc.
 - ✦ A list of expectations of prospective members -- meetings, committee assignments, tenure, and time commitment.
 - ✦ A list of current board members and key volunteers.
 - ✦ Copy of bylaws and last annual audit of agency.
2. Schedule a visit to the agency by the prospective member to see programs in action or to talk with program staff.
3. Invite the prospect to attend a board meeting to get an idea of how the organization makes decisions and delegates responsibilities.

II. New Member Orientation

1. Schedule a meeting between the new board member and key people in the organization. Provide a detailed Board Member Manual, which should include bylaws, articles of incorporation, program descriptions, current budget, last audited financial statements, list of board members and their addresses, lists of committee and staff assignments, copies of minutes for the previous year, and a copy of the strategic or long-range plan.
2. At first meeting, introduce new member to all current board members and staff. Consider assigning a "mentor" board member to work with the new board member through the first three months. Also, make committee assignment.



ORIENTATION/TRAINING PROGRAM (CONTINUED)

III. During First Three Months

1. Have regular check-ins with board "mentor" to answer questions and help member become acquainted.
2. Assign a specific committee task as part of regular implementation process.
3. Continue orientation to the work of the specific committee.
4. Continue to provide written background material to answer questions.

IV. Ongoing Training

1. Consult with appropriate committee chair and staff to obtain full involvement of new member.
2. Provide assistance in carrying out responsibilities.
3. Provide opportunities for board members to attend special workshops related to the assignments and interest of the member. Provide special leadership training to current and prospective officers.
4. Expand responsibilities and rotate committee assignments to help satisfy the interests and needs of the board member. This has the added advantage of providing continuous development of volunteer leaders for the organization.



THE PRUDENT DIRECTOR'S CHECK LIST

1. Make sure your organization's mission is clear, and that the mission is followed.
2. Attend all, or nearly all, meetings of the board or committees of which you are a member.
3. Review by-laws annually to determine that they conform to law and that they incorporate all amendments which have been made through prior resolutions.
4. Make sure by-laws are followed and enforced; use consents to corporate action in lieu of meetings; all directors must sign.
5. Maintain a current membership list for your board and nonprofit organization members.
6. Request that the organization distribute important written materials in advance of board meetings at which action is to be taken.
7. Insist on advance notice to all directors of any major item of business to be acted upon at the next meeting.
8. Read, analyze and understand financial statements, budget proposals and other reports; raise at least one question with respect to each financial document at any meeting called for the purpose of reviewing financial documents; expect solid, businesslike answers from your organization.
9. Question all reports demonstrating inconsistencies, material errors, or other evidence of sloppy work.
10. Seek expert counsel — legal, accounting and otherwise — to supplement board member understanding and experience when dealing with complex issues.
11. Thoroughly review all minutes prepared by the secretary to insure that critical matters, including resolutions and discussions of complicated and controversial topics, have been covered.
12. Adopt a written conflict of interest policy that conforms with state law.
13. Question staff to determine that the IRS is kept advised of all material and substantial changes in the organization.
14. Have the most current articles and bylaws of the organization reviewed by competent counsel to ensure that they take full advantage of state law concerning indemnification and protection of board members.



COMMITTEE JOB DESCRIPTION

Board Development Committee

Purpose, Responsibilities and Work Plan

Purpose

Manage board development and effectiveness and ensure that the Board of Directors is responsive to the organization's needs

Responsibilities

1. Develop and maintain optimum board member profile
2. Identify, evaluate and recommend board candidates that fill its needs
3. Recommend candidates to the board for board officers
4. Develop recruiting, orientation, training, evaluation and recognition materials
5. Coordinate annual self-evaluation of board members and overall board effectiveness
6. Create a support structure for board members
7. Facilitate the involvement of advisors
8. Coordinate orientation process for new board members

2006 Work Plan

First Quarter

- Recommend officers to the Board of Directors
- Initiate creation of board development materials

Second Quarter

- Update board member profile
- Review options for board evaluations
- Review and update board member manuals
- Develop outreach strategy for committee and board recruiting.
- Review possible board meeting discussion topics
- Identify mentors for new board members
- Develop strategies for involving non-board members on committees

Third Quarter

- Review bylaws and policies for changes
- Discuss board term limits
- Discuss need for possible board training
- Formalize board and officer nomination and election procedures

Fourth Quarter

- Coordinate election of board members by membership
- Recommend new board candidates to the Board of Directors
- Develop 2007 committee work plan
- Distribute board evaluation to board members

Committee members: *Lucia DeLusa (Chair), Walter Jefferson, Jennifer White-Taylor, Dennis Dillingham, Octavio Garcia..* Key volunteers: *Peter Stevenson, Kerby Barnett.* Staff: *Billie Odegaard.*



JOB DESCRIPTION: BOARD MEMBER

Responsibilities

The board as a whole has the responsibility for governing the entire organization. The board is responsible for determining agency policy in the following areas: Human Resources, Planning, Finance, Development, Community Relations and Operations.

Board members share responsibilities in these key areas:

Leadership/Human Resources

1. Board membership, which includes recruiting and orienting new board members, training, evaluating and recognizing existing board members and providing board members with opportunities to grow and develop as leaders.
2. Selecting and supporting the Executive Director, including reviewing performance regularly and providing on-going assistance as requested by the Executive Director.
3. Personnel policies, which include setting policy regarding salaries, benefits and grievance procedures.
4. Volunteer involvement, which includes setting policy regarding how the organization treats, recognizes and celebrates its volunteers.

Strategic Planning

1. Set and review the organization's mission and goals on an annual basis.
2. Plan for the organization's future, on a long-term and short-term basis.
3. Decide and plan which projects and programs the organization will provide.
4. Evaluate the organization's programs and operations on a regular basis.

Financial Management

1. Ensure financial accountability of the organization.
2. Oversee an ongoing process of budget development, approval and review.
3. Manage and maintain properties and investments the organization possesses.

Resource Development

1. Ensure adequate resources to achieve the organization's mission and implement the organization's programs and projects.
2. Participate in fundraising activities based on the individual's skills and background.



JOB DESCRIPTION: BOARD MEMBER (CONTINUED)

Community Relations

1. Ensure that the organization's programs and services appropriately address community/constituents needs.
2. Promote the organization to the general public, including serving as an emissary of the organization to the community.
3. Promote cooperative action with other organizations, including activities and occasions when the organization should take part in coalitions, joint fundraising, etc.

Operations

1. Ensure that the organization's administrative systems are adequate and appropriate.
2. Ensure that the board's operations are adequate and appropriate.
3. Ensure that the organizational and legal structure are adequate and appropriate.
4. Ensure that the organization and its board members meet all applicable legal requirements.

Requirements for Board Service

- ✦ A demonstrated interest in the organization's mission and goals.
- ✦ Specific experience and/or knowledge in at least one area: Human Resources, Planning, Finance, Development, Community Relations, or Operations.
- ✦ Representative of a key aspect or segment of the population of the community.
- ✦ A willingness to expand knowledge or board responsibilities through orientation and ongoing training.
- ✦ A willingness to represent the organization to the community.
- ✦ Six to ten hours per month, distributed approximately as follows:
 - 3-4 hours Board meetings (preparation and attendance)
 - 2-3 hours Committee meetings (preparation and attendance)
 - 1-3 hours Special requests
- ✦ A willingness to participate in board fundraising activities and make a financial contribution to the organization to the best of one's ability.



BOARD MEMBER AGREEMENT

As a board member, I have certain expectations about my involvement with this board. These expectations include both what I want to give and what I want to get back in return.

What I Expect from the Board

I want to serve on this board because:

The things I expect to enjoy the most about being on this board are:

The things I expect to enjoy the least are:

There are certain personal or professional goals that my involvement in this group can help satisfy. The areas where I want to grow are:

I expect the following from this organization:

- ✦ Clearly defined roles and responsibilities for board and staff members, including clear lines of authority.
- ✦ Orientation and training necessary to enhance my effectiveness as a board member.
- ✦ Materials provided in advance of meetings where decisions or deliberation will occur.
- ✦ Timely and accurate financial reporting.
- ✦ Appropriate use of committees to assure efficient use of board and staff time.



BOARD MEMBER AGREEMENT (CONTINUED)

I also recognize that this board has certain expectations of its members. It is as important for the board to get what it needs from me as it is for me to get what I need from the board.

What the Board Expects from Me

As a board (or committee) member, I believe that I bring the following strengths, skills and knowledge to this organization:

I am willing to serve this organization in the following areas:

I am *not* willing to serve in the following areas:

I accept responsibility for ALL of the following:

Time Commitment:

- ✦ Attend board orientation and training sessions
- ✦ Attend board meetings, committee meetings and membership meetings
- ✦ Complete assignments and prepare for meetings

Participation:

- ✦ Participate in board fundraising activities and make a financial contribution to the organization to the best of my ability.
- ✦ Participate in meetings and ask appropriate questions when needed
- ✦ Serve on at least one committee as a part of my board role
- ✦ Participate in the on-going tasks of the board
- ✦ Act as an advocate for the organization to the outside public

Knowledge and Preparation:

- ✦ Educate myself on the organization's purpose, history and needs
- ✦ Keep current on the outside trends affecting this organization
- ✦ Keep current on the role and responsibility of board involvement.

I have read and agree to this commitment as a member of the board of directors.

Signature _____ Date _____



BOARD MEMBER EVALUATION

This is an evaluation based on a version of the board member agreement shown earlier in this packet.

Below are a list of specific things from your board agreement that you wanted to get out of your involvement with this organization.

How well did this organization give you what you wanted?

What could be done to improve your satisfaction with this board?

What could the board do to improve relationships among board members?

Below are a list of specific things from your board agreement that you wanted to give to this organization as a board member.

Were you able to give what you wanted to give?

What could be done to improve your contribution?



BOARD MEMBER EVALUATION (CONTINUED)

What could this organization do to help you with your contribution to the Board? Below is a list of specific responsibilities from the board agreement. How would you rate your involvement in each area below (1 = Excellent, 2 = Satisfactory, 3 = Needs Work, 4 = Poor)?

Time Commitment

- _____ Attend board orientation and training sessions
- _____ Attend board meetings, committee meetings and annual planning retreat
- _____ Complete assignments and prepare for meetings

Participation

- _____ Financially support this organization to the best of my ability
- _____ Participate in meetings and ask appropriate questions when needed
- _____ Serve on at least one committee of the board
- _____ Provide assistance to staff at their request
- _____ Act as an advocate for the organization to the outside public

Knowledge and Participation

- _____ Educate myself on the purpose, history and needs of this organization
- _____ Keep current on outside trends and issues affecting this organization
- _____ Keep current on the role and responsibility of board involvement

What would you suggest to improve your involvement in the areas above?

Is this evaluation a helpful tool to improve your participation in the board? How could it be improved?

Does this board ask too much from its members?

Is there anything else you would like to say about board member's involvement and participation?



COMMITTEE OVERVIEW

General Principles of Committees

Form Follows Function -- decide on the work to be done (function), then determine your committees (form)

Committees do work; boards make decisions

- ✦ Use the committees to investigate issues, explore options, develop recommendations
- ✦ Use the board to make policies and approve plans based on background work of committees

Committees come in two flavors:

- ✦ Standing -- permanent committees focused on on-going functions
- ✦ Ad hoc -- temporary committees focused on a short-term task or issue

To be effective, committees must have:

1. Purpose or Mandate -- a clear understanding of what the job is
2. Leadership -- a committee chair to lead and support the committee
3. Membership -- people to serve on the committee, including board and non-board members
4. Work plans -- a clear set of project and tasks to guide its work

Committees are formed related to the responsibilities of governance and management

- ✦ Governing committees are based on the board's governing responsibilities
- ✦ Management committees are based on the program responsibilities delegated to staff

Who may serve on committees?

- ✦ Governing committees include board members and other non-board volunteers focused on governing functions. The board chair is an ex-officio member of all committees and is free to attend meetings but not obligated
- ✦ Management committees include paid and unpaid staff (program volunteers) focused on program functions. The executive director is ex-officio member of all management committees and is free to attend but is not obligated

Possible Committees

- ✦ *Governing Committees:* Board Development, Resource Development, Finance, Planning and Evaluation, Executive
- ✦ *Management Committees:* Education, Public Relations, Membership, Advocacy



COMMITTEE JOB DESCRIPTION

Major Gift Committee

Purpose, Responsibilities and 2004 Work Plan

Purpose

The committee will be responsible for the successful execution and completion of the major gift fundraising program and capital campaign. Major gifts are gifts from individuals of \$1,000 and over for the annual fund and \$5,000 and above for capital.

Responsibilities

- Review and approve multiyear and annual campaign goals and work plans
- Monitor progress, adjust program strategy when necessary
- Ensure coordination between the campaign and annual major gift fundraising, including prospect clearance
- Recruit solicitors and advise on volunteer assignments
- Make recommendations for adoption by the Land Trust's board of directors on major changes to the campaign's conservation priorities and financial goals
- Review prospect candidates for major gifts and report suspects to campaign staff for research
- Cultivate and secure major gifts
- Make a meaningful gift to the organization's annual giving program and capital campaign

2004 Work Plan

First Quarter

*Refine campaign strategy
Develop recognition policies
Develop outreach materials*

Third Quarter

*Organize/implement cultivation events
Set up one-on-one meetings
Organize board involvement*

Second Quarter

*Finalize cultivation calendar
Solicit Board gifts
Develop outreach materials*

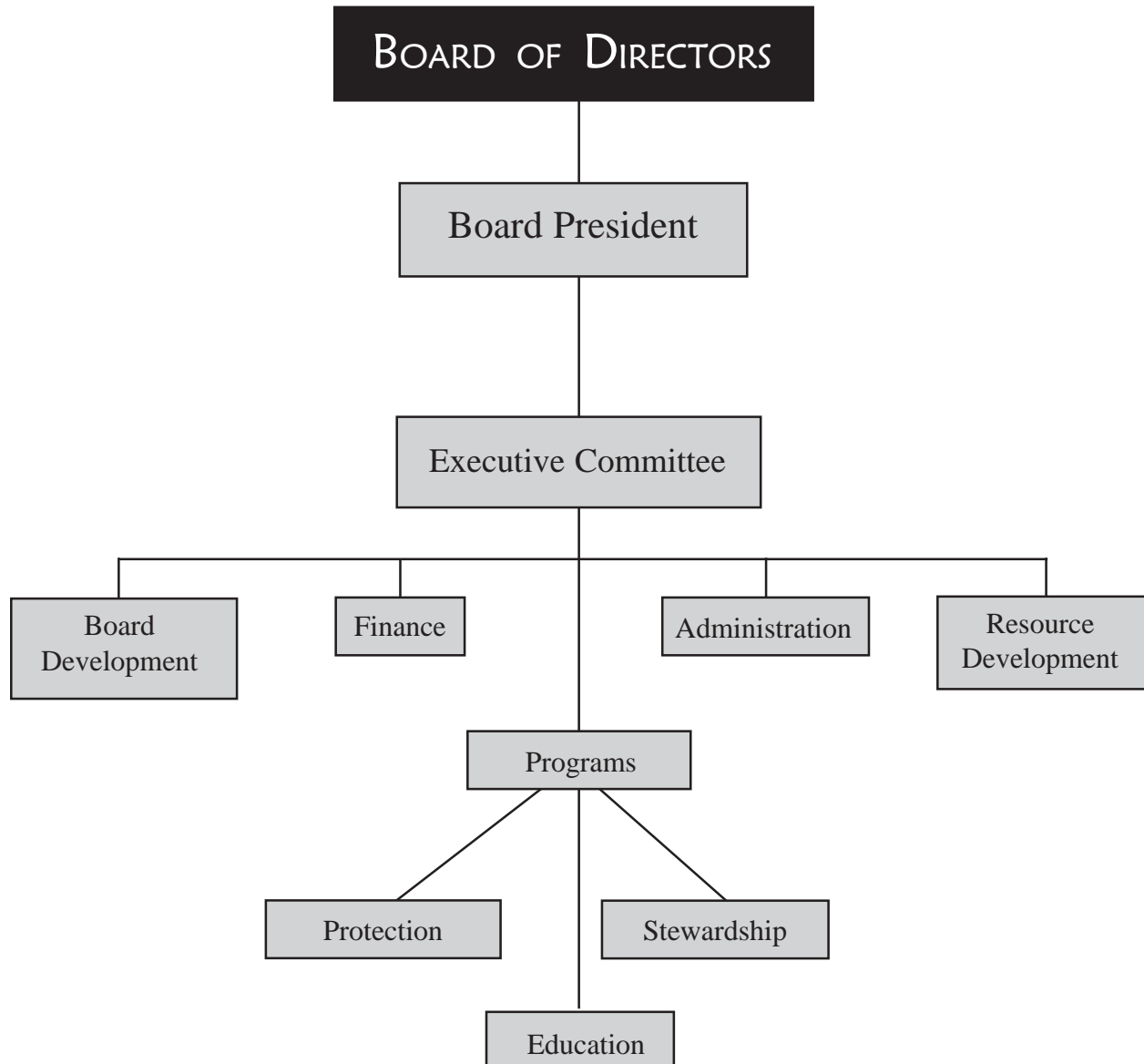
Fourth Quarter

*Make solicitation calls
Develop 2005 goals/budget
Recruit additional committee/board members
Update committee work plan*

Committee members: Marc Smiley (Chair), Dave DeAntonis, Jennifer Sims, Dennis Hopwood, Scott Campbell. **Key volunteers:** Kathleen Sayce, Peter McCoy, Kerry Barnett. **Staff:** Glenn Lamb, Lisa DeGrace

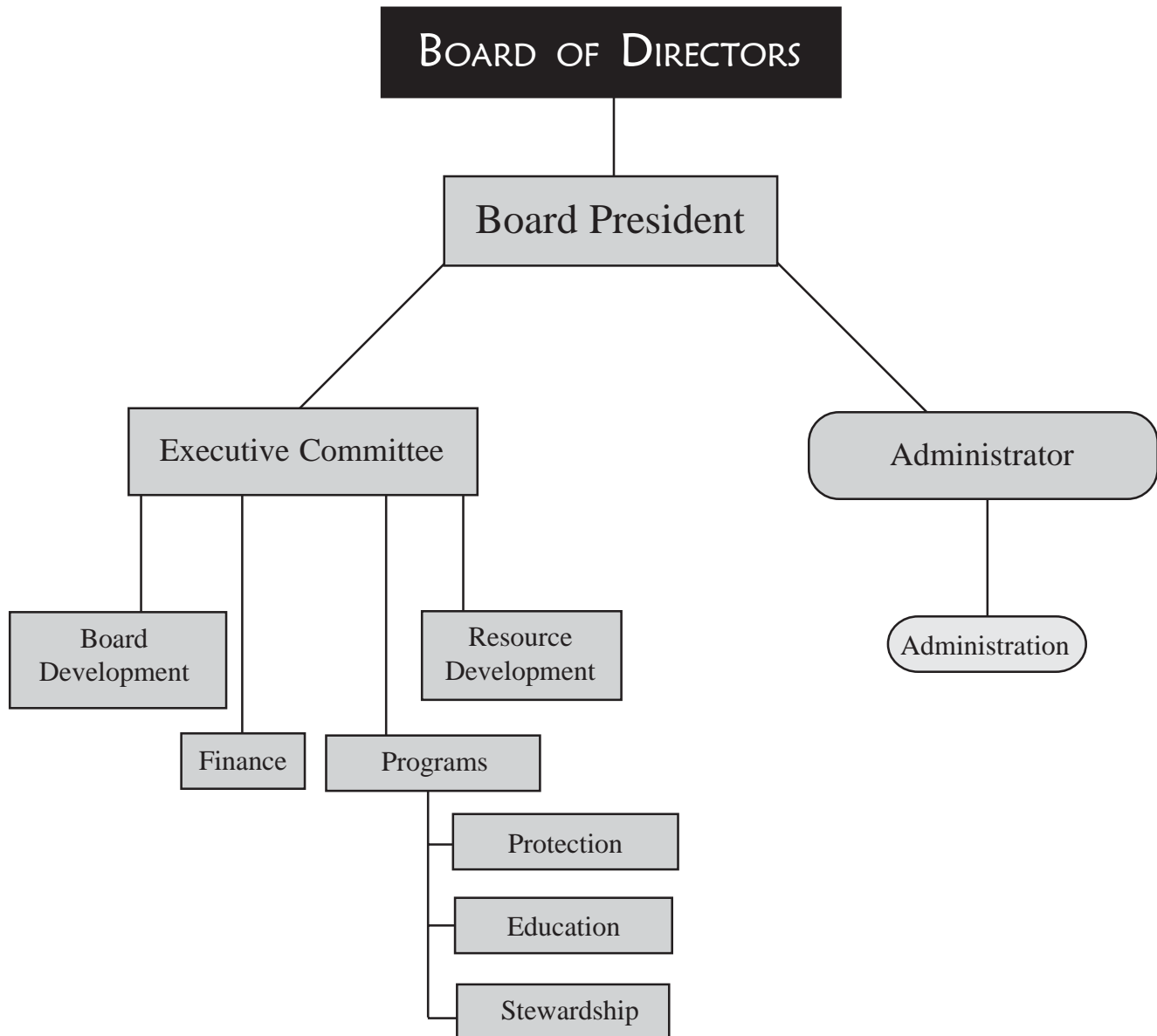


VOLUNTEER ORGANIZATIONAL STRUCTURE



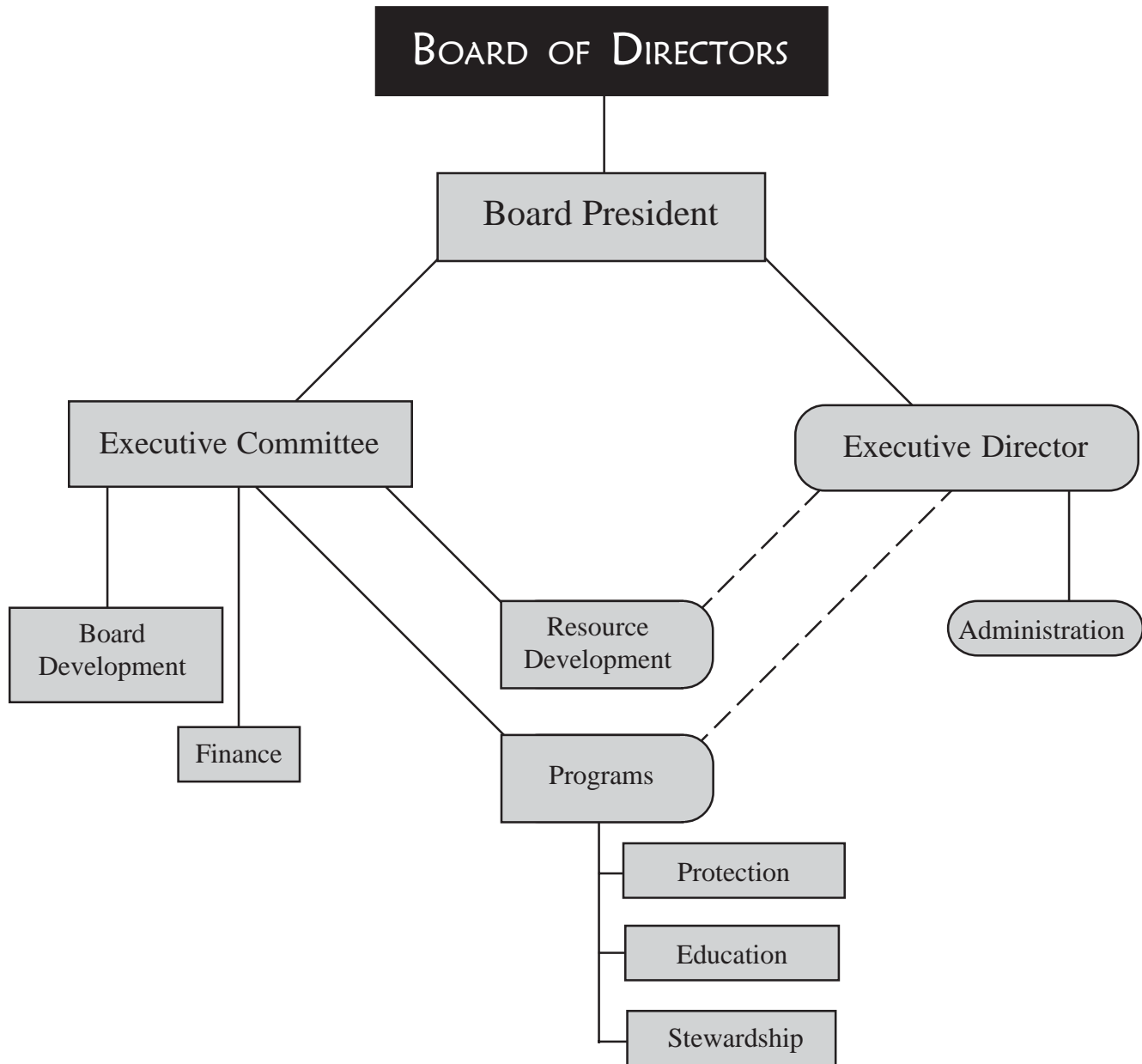


ONE-STAFF ORGANIZATIONAL STRUCTURE



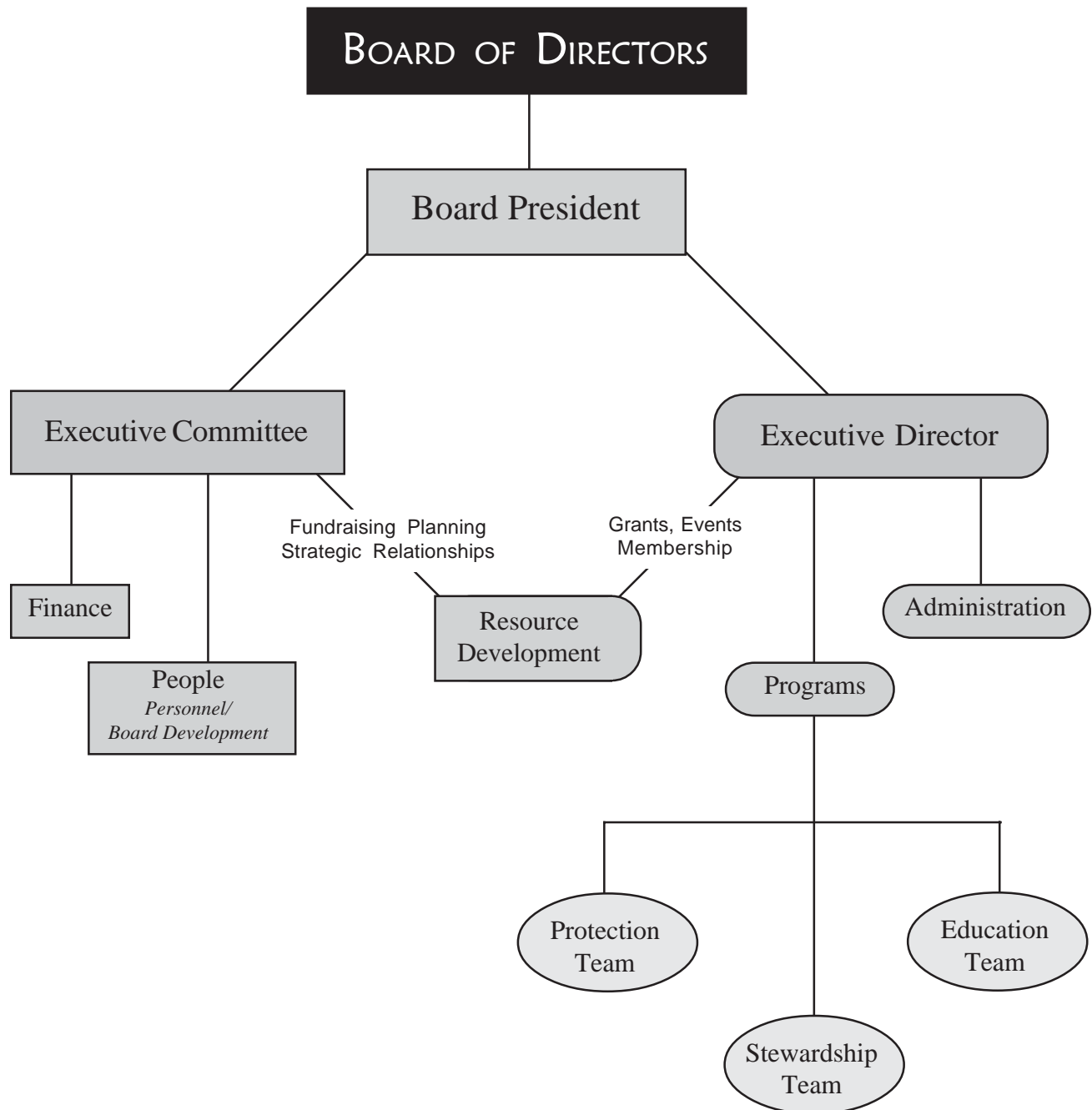


SMALL STAFF ORGANIZATIONAL STRUCTURE





PROFESSIONAL ORGANIZATIONAL STRUCTURE





FUNDRAISING ROLES

The fundraising roles within the organization should be defined by the unique qualities that each group brings to the activity. Sometimes these assets are defined by the nature of their *functional role*, sometimes by *individual strengths*.

Board Role – Board members often bring the key strengths of leadership, long-term vision, peer credibility and organizational accountability. Therefore, their role is often associated with the responsibility for defining the direction and approach to fundraising, building strategic relationships, asking for significant contributions, and ensuring follow-through and results.

Example activities for Board Members:

- Making a contribution to the organization at some level based on ability to contribute, including consideration of a “leadership” contribution that helps “set the pace” of other supporters.
- Developing and monitoring long-range fundraising goals
- Approving fundraising policies
- Cultivating relationships to key supporters
- Making fundraising calls and asking for contributions

Committee Role – Committee members often bring the key strengths of detailed strategic thinking and focused attention. Therefore, their role is often associated with developing fundraising plans, engaging other board members in fundraising programs and ensuring follow-through of board participation.

Examples activities for Committee Members:

- Developing three-year fundraising plan
- Leading board fundraising campaigns
- Encouraging and motivating board member participation, including participation in recruiting committed fundraisers to the board
- Identifying training and development needs for the organization
- Recommending fundraising policies
- Evaluating and modifying fundraising programs



FUNDRAISING ROLES (CONTINUED)

Staff Role – Staff members often bring strengths of detailed understanding of the organization's programs and accomplishments, understanding the mechanics of fundraising, ability to manage details, building partnership relationships, and sustained focus. Therefore, their role is often associated with providing support to fundraising volunteers, developing implementation plans, managing fundraising systems and implementation of fundraising mechanics.

Example activities for Staff Members:

- Developing fundraising implementation plans
- Organizing board contact with donors and key supporters
- Participating in fundraising visits
- Providing some training and development of fundraising volunteers
- Managing the database and donor files
- Aligning programs to funding opportunities
- Developing grant proposals
- Implementing direct mail and membership renewal programs
- Coordinating volunteer involvement in special events



GOVERNANCE VS. MANAGEMENT

The job of the board of directors for a nonprofit organization is simple: **it is responsible for everything.** This includes both governance and management of the organization. Even if it delegates certain responsibilities to the staff or other professionals, it is responsible for ensuring that the resources of the organization are being effectively applied to meet its mission.

Many nonprofits have the luxury to hire staff to help fulfill parts of these responsibilities. Depending on the size of the staff, the board will delegate key functions that are best suited to the full-time attention provided by professionals. It will retain the functions that are reserved for its fundamental fiduciary responsibility, and for which it is best suited. These functions can be divided between the **governing functions** reserved for the board, and the **management functions** often delegated to staff.

The **governing functions** are those that provide the essential direction, resources and structure needed to meet specific needs in the community. These include:

- ✦ **Strategic Direction** – setting a direction for the organization that reflects community needs.
- ✦ **Financial Accountability** – managing financial resources that ensure honesty and cost-effectiveness.
- ✦ **Leadership Development** – developing the human resources that lead the organization today and in the future.
- ✦ **Resource Development** – developing financial resources that support program activities.

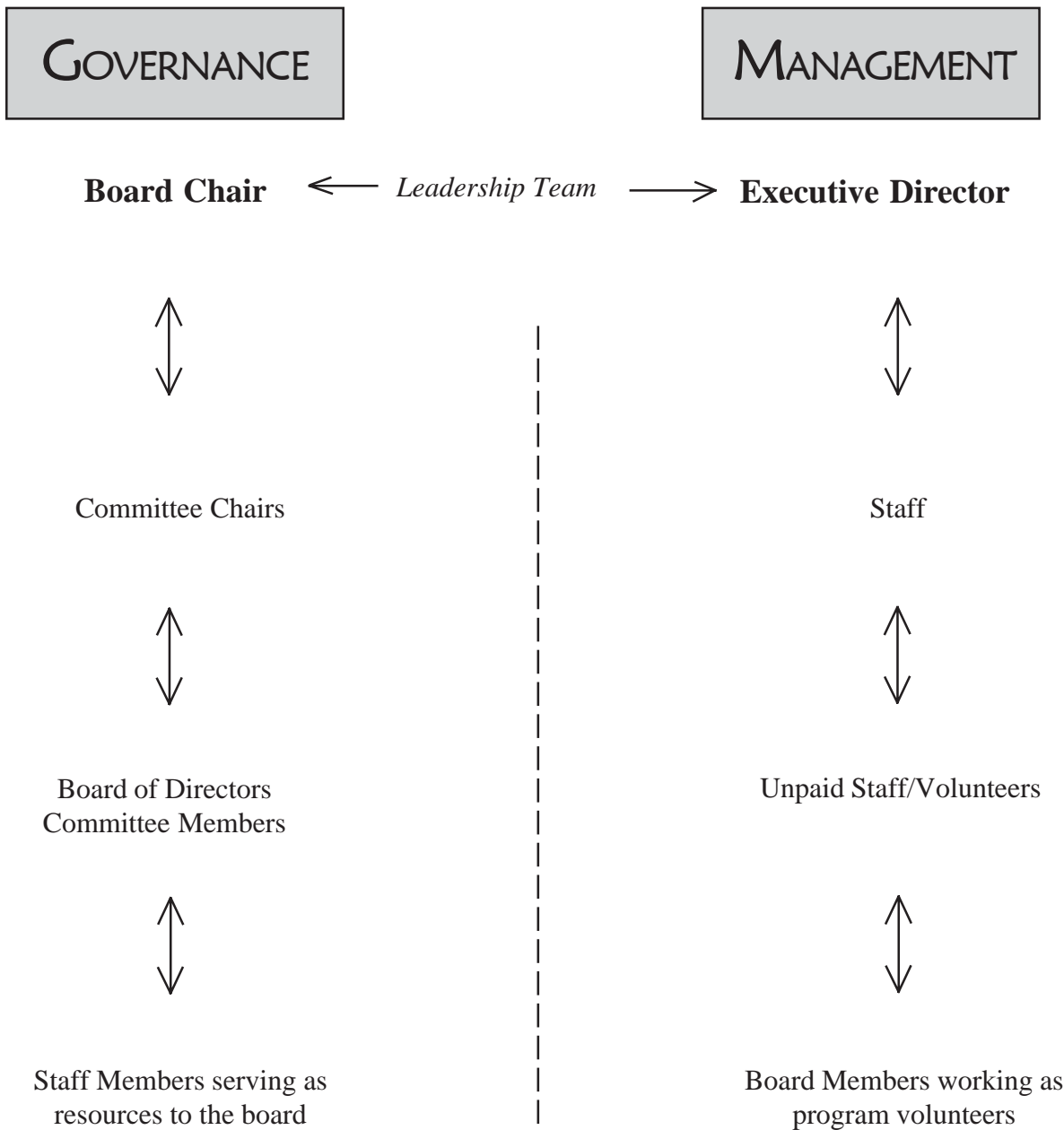
The **management functions** are those that provide the program activities and support to accomplish the goals of the organization. These usually include:

- ✦ **Program Planning and Implementation** – taking the strategic direction to the next level of detail and putting it into action.
- ✦ **Administration** – ensuring the effective management of the details behind programs.

For smaller organizations (with less than four paid staff), the board usually delegates only some of the management functions to staff. For larger organizations (with more than four staff members), the board usually delegates nearly all of the management functions. The board should never delegate the governing functions to staff as these represent its core responsibilities to its constituencies and to the general public.

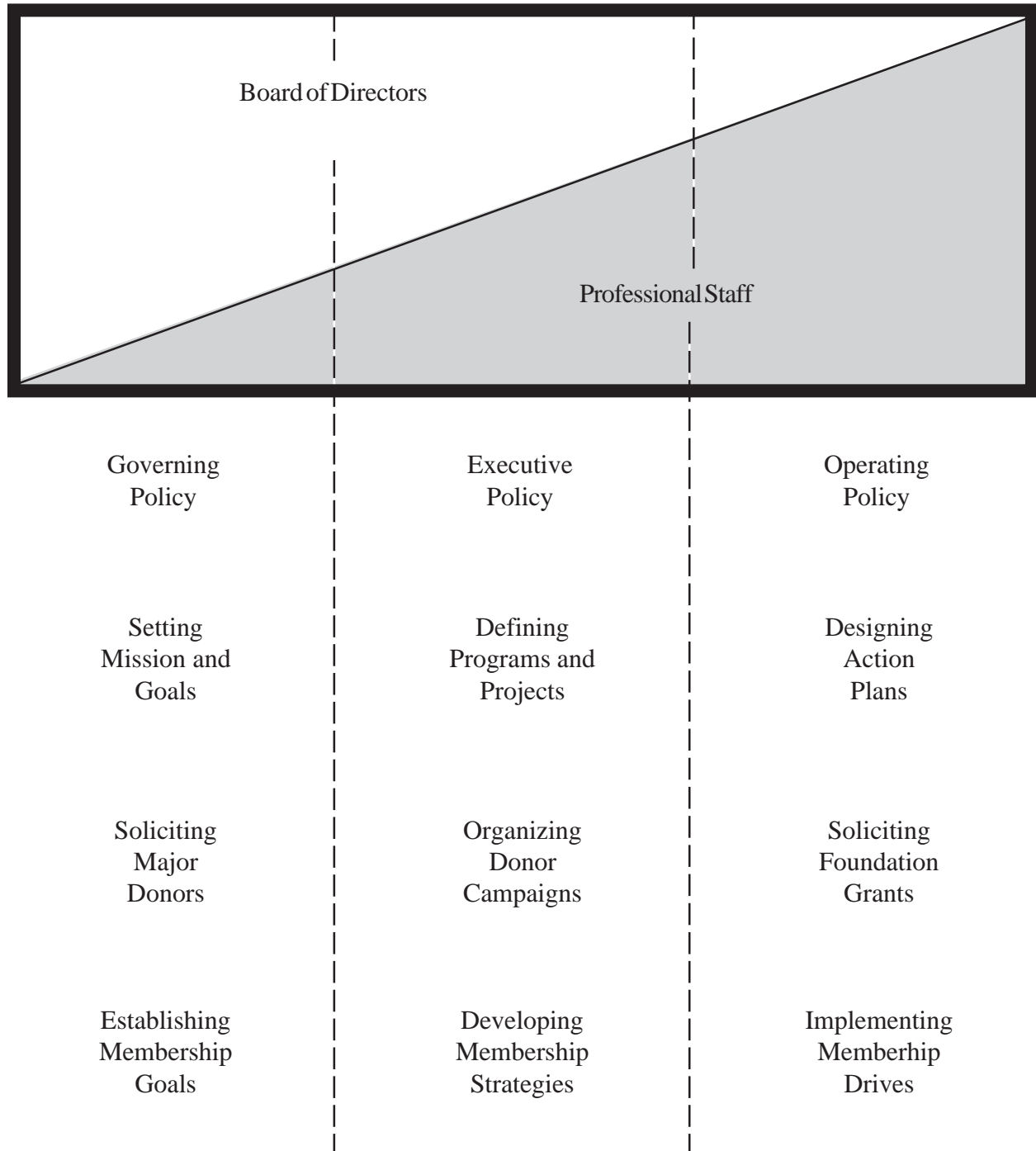


LINES OF AUTHORITY



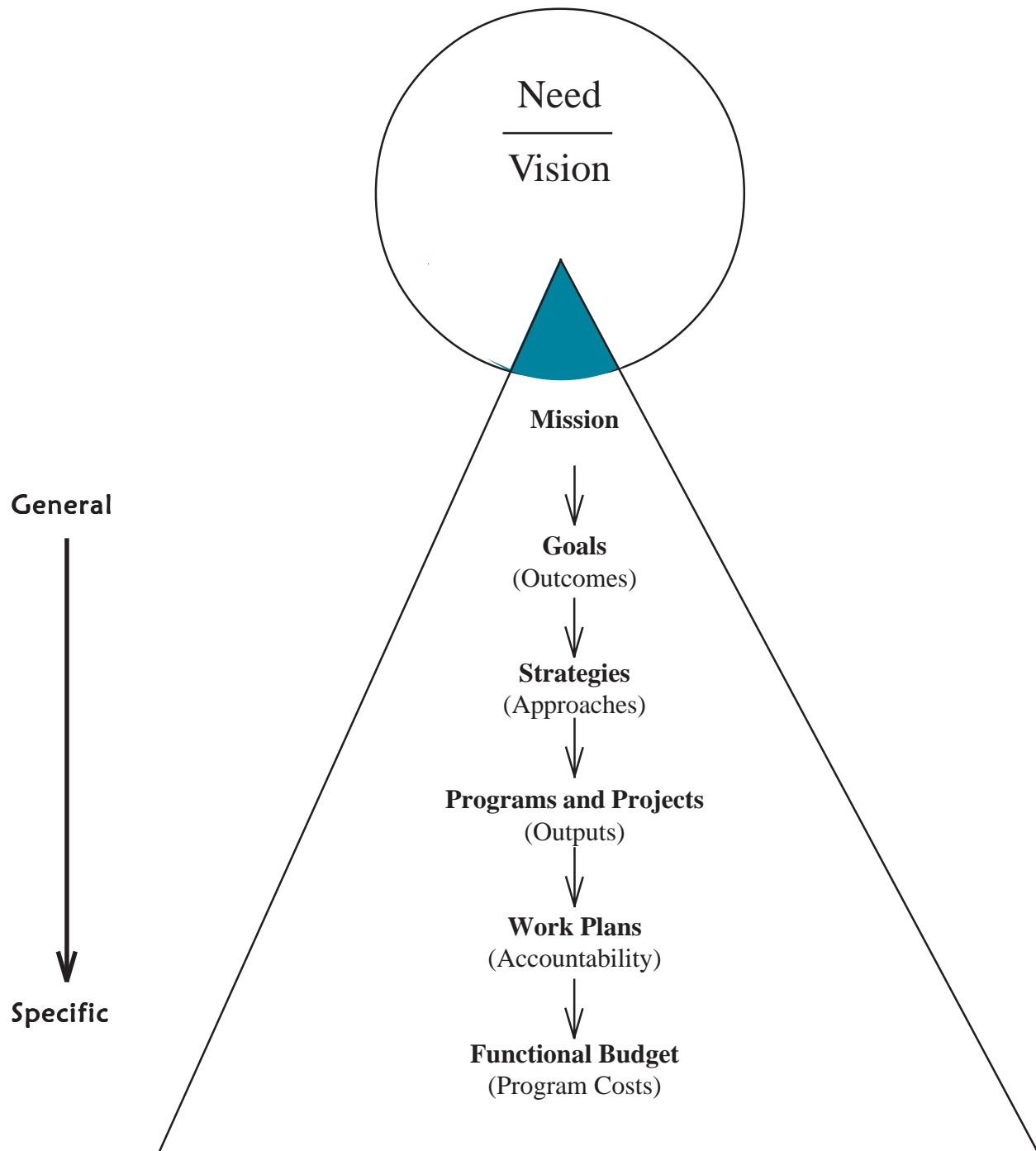


LEVELS OF INFLUENCE



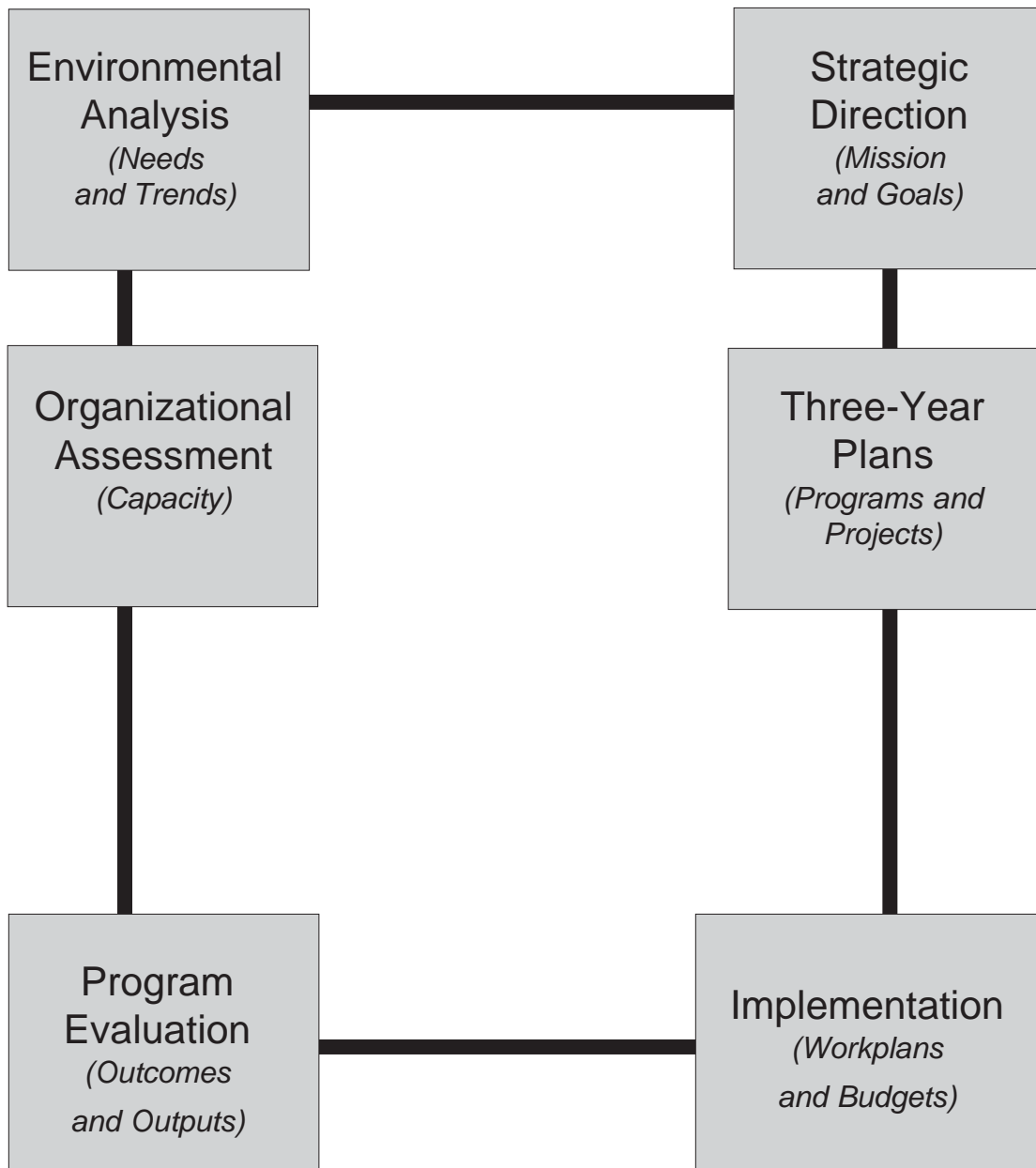


ELEMENTS OF THE STRATEGIC PLAN





THE PLANNING CYCLE





PLANNING TERMINOLOGY

Values: principles or beliefs that guide individual or organizational thinking, actions, and decisions

Culture: common set of beliefs held by an organization that affects organizational behavior

Vision: the ideal to be achieved through fulfillment of an organization's mission. What the the community will look like when the organization has completely fulfilled its mission.

Mission: a definition of the purpose, niche and core business activity for the organization. Defines the specific piece of the vision that the organization will address. Also answers what the organization does not do. Distinguishes the group from any other similar organization in some way. Questions answered by the mission include:

- ✦ What social or political needs does the organization exist to fill?
- ✦ Why does it exist?
- ✦ How is the organization unique?
- ✦ What is the scope of the organization? programs? geography?
- ✦ Who are the organization's clients?
- ✦ The mission should: clarify, focus, commit, communicate, market

Goals: broad statements about the outcomes or results we seek. Can include both programmatic outcomes (what results we seek in the community) and organizational outcomes (what results we seek within the organization)

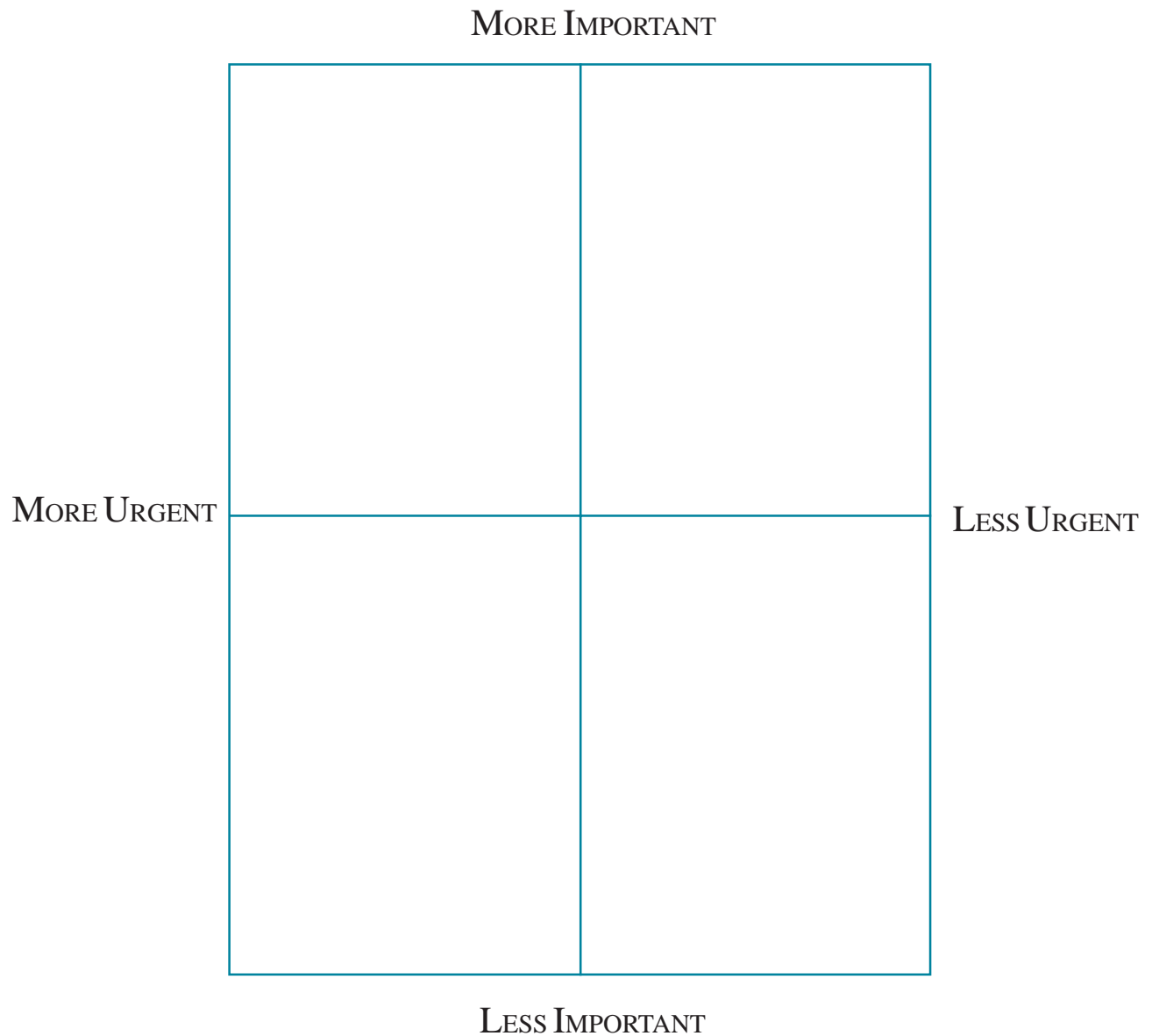
Strategies: overarching approaches that define how the organization will achieve the goals outlined in the plan. Strategies, unlike tactics, are very "big picture" in their orientation, and provide the potential for the best thinking in the entire plan.

Objectives: specific, time-limited, quantifiable accomplishments that fulfill goals. Often, these are the performance measurements for a variety of facets of a particular strategy.

Activities: The programs and/or projects implemented by the group to support the strategies and achieve the objectives of the plan. Usually defined in terms of three years or less. Can be broken down over a period of time to show how the program/project will evolve with the plan.



WHERE DO YOU SPEND YOUR TIME?





STEPS IN PLANNING

- 1 Develop the process** (Chair, Executive Director, Consultant)
 - ✦ Hire a consultant
 - ✦ Appoint a Planning Committee, or assign the planning task to an existing committee
 - ✦ Establish a timeline for planning
 - ✦ Set the date for a full Board retreat
 - ✦ Determine the scope (time and subject matter) of the plan
- 2 Inform the key players** (Chair)
- 3 Do a pre-planning assessment** (Consultant)
 - ✦ External environment: political climate; changes in federal, state, local laws and policy; economic trends; status of competitors; technological issues; other hot issues
 - ✦ Internal environment: the status of the organizations' programs, finances, governance, administration
 - ✦ Written report to Board
- 4 Conduct a full-day Board retreat** (Consultant, Chair, Executive Director)
 - ✦ Discussion of the organizational assessment
 - ✦ Identify the critical issues facing the organization and the strategic directions the organization will take in response to those issues
 - ✦ Develop/refine the mission statement
 - ✦ Identify the broad organizational goals to guide the organization for the next three to five years
- 5 Develop objectives for each goal, i.e., quantifiable accomplishments that establish progress on the goal** (Staff, consultant, Planning Committee)
- 6 Develop implementation plans for each objective** (Staff, Chair, committee chairs, consultant)
- 7 Develop staffing plan** (Executive Director)
- 8 Develop three-to-five year financial projections** (Executive Director, consultant, Treasurer)
- 9 Create first draft of plan for review by Planning Committee** (Executive Director)
- 10. Plan review by relevant Board committees** (staff, committee chairs)
- 11. Second draft of plan** (Executive Director)
- 12. Plan to Board for approval** (Chair)

SAMPLE WORK PLAN

Board Recruitment Work Plan (Sam Roberts, Project Coordinator)

[illegible]



SUPPORTING PLANS















SO WHAT?

After sitting through this workshop, at least one (hopefully more than one) idea may have struck you as relevant to your organization. What are the most important ideas presented today for your organization?

1.

2.

3.

Which items are the most important *first steps* towards some of these improvements?

1.

2.

What areas do you think need additional clarification and training?

1.

2.